



EXECUTIVE
EDUCATION

Finance For The Non-Financial Manager

Develop Your Financial Acumen

5-DAY PROGRAM



Ranked #1 in Canada by
November 2009



Finance For The Non-Financial Manager

Develop Your Financial Acumen

This highly-integrated, 5-day program will demystify financial statements and a variety of financial and accounting tools, giving you a better understanding of how these concepts can be used in measurement, evaluation and decision-making. The program will increase your confidence and comfort level with finance and accounting, enhancing your ability to take on more P&L responsibility.

Our session leaders present the content in a straight forward and engaging way, making complex financial concepts easy to understand.

WHO ATTENDS Managers and executives in any functional area of their organization who want to strengthen their understanding of finance and accounting tools and how they are used to make better business decisions.

DATES Please visit qsb.ca/execed for details.

LOCATION **Kingston**, ON Canada
Donald Gordon Conference Centre
421 Union Street

FEES \$8,900 Cdn (plus HST)

This all-inclusive fee covers: a private guest room with bath; full use of a broad range of amenities and parking; meals and snacks; all learning materials; and post-program support.

In this program you will learn to:

- Interpret financial reports
- Use a variety of financial and accounting tools to make better business decisions
- Engage in more productive communication with financial managers
- Assess opportunities, quantify risk and identify business trends

Four ways to customize your Queen's experience

Optional Tutorials

During the program, Queen's offers three optional afternoon tutorials to review, clarify and answer questions on some of the more complicated material.

One-On-One Coaching

Bring your own organization's financial statements or those of a competitor and discuss them in one-on-one coaching sessions. You may also use the coaching sessions to review course material.

Elective Sessions

During the program, you will have opportunities to choose between two elective sessions, enabling you to customize the program content to your key areas of interest.

Post-Program Support

After the Program, Queen's offers several ways to continue your learning, including Program updates and access to Queen's faculty. You will also have the opportunity to attend alumni educational and networking events.

Apply online at www.qsb.ca/execed
or call 1.888.393.2338

This 5-day program is an integral part of the requirements for:
Queen's Executive Certificate in Strategic Financial Integration.

Please see our Program Directory or visit qsb.ca/execed for more details.



Program Preview

Interpreting Financial Reports

Decipher key financial and accounting statements.

- Learn how to read financial statements such as balance sheets, income statements, cash flow statements, and statements of retained earnings
- Understand the basics of accrual accounting
- Learn financial concepts such as depreciation, sunk costs, and goodwill
- Interpret cash flow patterns and recognize trends in financial performance

Using Financial Tools to Make Better Business Decisions

Assess your organization's health and evaluate future direction.

- Assess working capital requirements
- Use financial ratios to improve liquidity, profitability, capital structure and asset utilization
- Understand cost systems and challenge inappropriate allocations
- Calculate the value of a business

Analyzing Business Investments

Make more effective decisions on capital expenses, capital budgeting, and funding new initiatives.

- Decide how to finance operations
- Employ sensitivity, break-even, and scenario analyses to improve decision-making
- Use financial tools such as Cost of Capital, Net Present Value (NPV), Internal Rate of Return (IRR), nominal and discounted payback, and Return on Assets (ROA) to evaluate capital investment opportunities
- Understand how an investment will impact financial statements

Developing a Financial Strategy

Understand the link between finance and business strategy.

- Understand how financial analysis fits into the broader decision-making framework
- Review alternate sources and forms of financing
- Understand the impact of financial markets on business decision-making
- Demystify financial instruments such as swaps, forwards, futures, options and derivatives
- Assess the financial health of competitors

"I would describe my experience this week as invigorating and life changing. I am profoundly grateful to everyone involved in the program for their willingness to share their knowledge and for their genuine concern for the growth of me and my business."

MIKE OLSON
President
OML Construction Services Ltd.

Custom Programs for Organizations

Any of the content delivered in the Finance For The Non-Financial Manager Program can be customized to meet the specific needs of your organization. We have successfully developed and delivered Custom Programs for all types of organizations, in most regions of Canada, and many locations around the world.



Financial Times ranks Queen's Custom Programs **#1 in Canada** for "Value For Money" (May 2011)

To find out more, contact our office at 1.888.393.2338, or in Toronto at 416.214.9655

Session Leaders

Faculty bios are available on our website.



DR. CLINTON FREE
Associate Professor
Accounting
Queen's School of Business



DR. LOUIS GAGNON
Associate Professor
Finance
Queen's School of Business



DR. DAVID DETOMASI
Assistant Professor
International Business and Governance
Queen's School of Business



"Financial reports and accounting jargon can be intimidating or confusing to non-financial managers. Our goal is to ensure that everyone in the class has a solid understanding of finance and accounting principles by the end of the week."

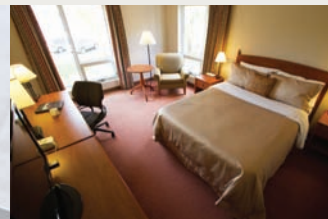
MR. JOHN MOORE
Assistant Professor
Accounting
Queen's School of Business

*Session leaders subject to change.



World-Class Facility

The program is held at the Donald Gordon Conference Centre near the Queen's campus in Kingston. This world-class facility provides comfortable private guest rooms, great food and executive-level customer service.



QSB Executive Education
Queen's School of Business
Goodes Hall
Queen's University
Kingston, Ontario
Canada K7L 3N6

Toll-free: 1.888.393.2338
Voice: 613.533.2371
Toll-free fax: 1.888.498.1755
QSB Toronto Office: 416.214.9655
Email: execed@business.queensu.ca

www.qsb.ca/execed